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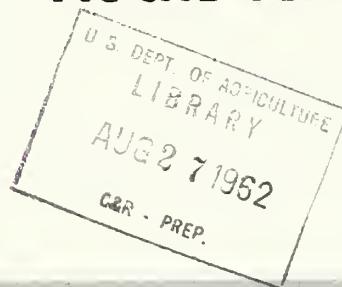
Office of Personnel //



Growth Through Agricultural Progress

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STAFF
PAPER, +3a

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PROJECTED WORK PLANS
FISCAL YEAR 1963 //



120
U. S. DEPARTMENT OF AGRICULTURE.

PROJECTED WORK PLANS

Fiscal Year 1963

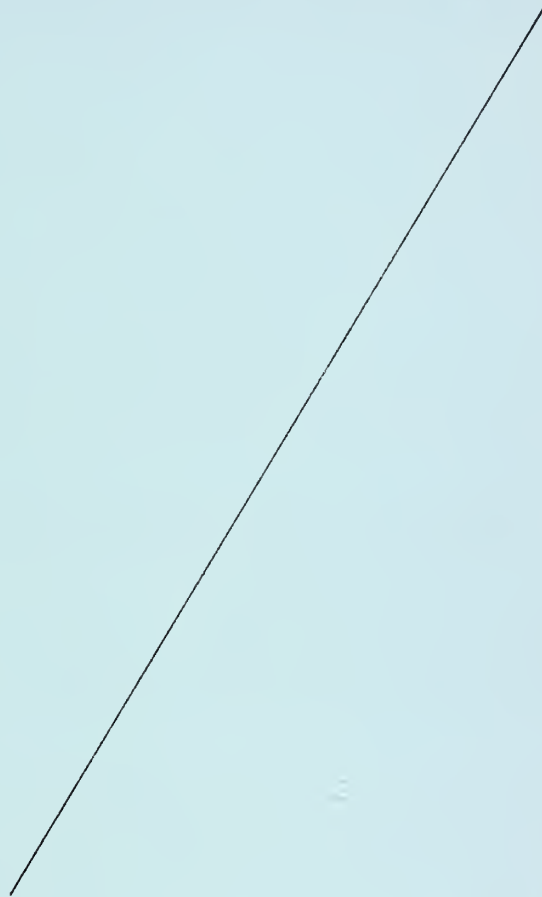
UNITED STATES DEPARTMENT OF AGRICULTURE

Office of Personnel

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Section 1



PURPOSE OF

P R O J E C T E D W O R K P L A N S

PROJECTED WORK PLANS

"An effective manager is a manager who plans." 1/ The accomplishment of our objective of a Department-wide personnel management program second to none demands that we progress toward our goal in an orderly manner. Our efforts must be planned and coordinated. Responsibilities must be assigned as specifically as possible and time limits established. It is toward this end that the Projected Work Plans for the Office of Personnel included herein is directed.

These Plans have been prepared by the Divisions of the Office of Personnel to serve four purposes:

1. Serve as basic plans for the Divisions' operation.
2. Assist with coordination of functions within the Office of Personnel.
3. Provide the agencies with a better understanding of what we in the Office of Personnel are thinking and doing.
4. Provide a basis for exchanging Office of Personnel Work Plans with agency personnel office work plans for better total integration of common effort.

This is the first attempt at formal over-all work planning ever attempted by the Office of Personnel. This first effort leaves room for improvement, and we will improve it as we gain experience with this approach.

We hope these Plans will be carefully reviewed and discussed by and with persons responsible. I would also appreciate any suggestions about the idea of a coordinated approach to planning for personnel administration in the Department.



Carl B. Barnes
Director of Personnel

1/ From, "What Makes an Effective Executive?," Peter F. Drucker in a talk given at the Bureau of the Budget on September 22, 1960.

Section 2

OFFICE OF THE DIRECTOR

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Director's Office

Recommended by:

Carl B Barnes 1/1/62
(date)

Function:

Implementing Personnel
Policy Recommendations

Approved by:

Carl B Barnes 5-29-62
(date)

OBJECTIVES

1. To get personnel policy recommendations into use as soon as practicable.
2. Where necessary, to coordinate the efforts of those responsible for implementing recommendations.
3. To get objective evaluations on results from recommendations.
4. Plan a second policy meeting if and when needed.

PROGRAM TO ACHIEVE STATED OBJECTIVES

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|---|
| 1. Implementing the recommendations | | Assignments initially made; |
| a. Assign and reassign recommendations as needed to specific persons for assuming responsibility for implementation. | Barnes | reassignments after reorganization of OP 1/15/62 |
| b. Each responsible person prepare plans for implementing recommendation giving major steps to be taken; when steps are to be started and when to be completed; and person responsible for step. Copy of form attached. | Henderson | 3/15/62 |

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|---------------------------------------|--|
| c. Set up Task Forces or ad hoc groups of selected agency personnel to assist with further study and decisions relating to recommendations. | Henderson | Follow-up on activities as needed. Keep current. |
| d. Accumulate, in the Director's office, written evidences of progress made, including drafts of plans, memoranda, change in regulations, etc. | Person responsible for recommendation | Keep current |
| e. Set up file on each recommendation containing copies of plan and material sent in under "d" above. | Daley | Keep current |
| f. Maintain progress chart to show projected time for completion of steps and time actually completed. | Daley | Keep current |
| g. Develop means of coordination such as arranging for necessary discussions for coordinating efforts of responsible persons on recommendations which tie in with other functions. | Henderson | Keep current |
| h. Arrange for distribution and/or discussion of final drafts of programs, policies, regulations, etc., by agency personnel officers and others when appropriate. | Henderson & Daley | Keep current |
| i. Make up progress reports from material in central files. See "e" above, to be supplemented where necessary by reports from person responsible for recommendation. | Henderson & Daley | As needed |
| 2. Evaluate effectiveness of recommendations | Henderson | Begun during PPRM meeting (continuous) |
| a. By Evaluation Committee | | Developed plan 1/18/62 |

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|---|---|
| (1) To check O.P. records on Plans for implementing progress made. | Committee | Begin 3/1/62 and continue as means are provided. |
| (2) To make spot checks of results of recommendations in Washington and field. | Bear | |
| b. By Reviews and Inspections by agencies - inspections internal audits by Civil Service Commission inspections and subject specialists | Bear | Begin 3/15/62 and continue until 3/1/63 |
| c. By Office of Personnel through follow up by those who travel | Henderson & person responsible for the recommendation | Continuous |
| 3. Preparation for next Personnel Policy Review Meeting If decision is yes - | Barnes & Henderson | Get decision 3/1/63 on basis of evaluation of first meeting's results and current needs |
| a. Set up organization for meeting - Steering Committee, Manager, etc. | Henderson | 3/15/63 |
| b. Get final views from agencies on problems needing consideration | Henderson | 5/15/63 |
| c. Select work groups to study problems | Henderson | 6/3/63 |
| d. Firm up agenda | Henderson | 9/2/63 |
| e. Hold second meeting | Barnes & Henderson | 9/23 - 27/63 |

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Director's Office

Recommended by:

Carl B. Bann

4/12/62
(date)

Function:

Centennial Dinners

Approved by:

Carl B. Bann

5-29-62
(date)

PURPOSE

The purpose of the Centennial Dinners is to jointly use this as a means of calling to the attention of the public the historical and close working relationships existing between Land-Grant Institutions and the Department and their contributions to the states' agricultural development.

OBJECTIVES

1. To arrange for the selection of the most capable agency officials located in those states where Land-Grant Colleges decide to hold a dinner to represent the Department as Co-Chairmen.
2. Coordinate the selection and the assistance given this effort so that all agencies with field representatives will be involved and well informed.

PROGRAM TO ACHIEVE STATED OBJECTIVES

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|--------------------|--------------------|
| 1. Secure from the agencies through the Personnel Officers a list of officials who are considered "naturals" for this function with the following characteristics: | Henderson | 4/10/62 |
| a. Has the necessary status and confidence of his associates in other agencies of the Department, and particularly the officials of the college. | | |

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|--------------------|------------------------------------|
| b. Has a natural "flair" for handling such functions and would enjoy doing it. | | |
| c. Has the organizing ability necessary for conducting such an affair. | | |
| 2. Clear list of officials proposed by agencies with Welch and Barnes. | Henderson | 4/9/62 |
| 3. Select from those officials proposed by the agencies the one who can most appropriately represent the Department, keeping in mind distribution by agencies. | Henderson | One day after president's reply |
| 4. Prepare a letter for Assistant Secretary Welch's signature to the president or college co-chairman naming the selected official. | Daley | Three days after president's reply |
| Prepare letter to the official selected outlining his duties and attaching a copy of the original letter directed to the college presidents on March 21, 1962, and copies of other appropriate correspondence. | | |
| 5. Telephone the personnel officer of the agency of the selection with the understanding that he clear the matter with appropriate officials in his agency. | Henderson | At time of selection |
| 6. Send copies of all correspondence to J. K. McClarren and appropriate personnel officer. | Daley | After signature |
| 7. Maintain a simple but adequate record of steps taken in setting up plans for each state. | Daley | 4/10/62 |
| 8. Prepare brief and concise reports. | Daley | As needed |
| 9. Coordinate Department activities which might contribute to or benefit from the Centennial dinner function such as USDA Clubs, contacts for recruiting, Land-Grant/Department Committee training for Government Service. | Henderson | 12/31/62 |

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Director's Office

Recommended by:

Robert Bear 4-16-62
(date)

Function:

Deferment

Approved by:

Carl B. Barnes 5-29-62
(date)

OBJECTIVES

1. Develop and maintain a Department plan for controlling requests for Selective Service deferment of Department employees from military service.
2. Assist the Director in the application of the President's Policy regarding Ready Reservists.

PROGRAM TO ACHIEVE STATED OBJECTIVES

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|--------------------|
| 1. Prepare and issue policy statement. | Bear | 6/1/62 |
| 2. Assist agencies in designation of "key positions" as described in CSC Mobilization Circular No. 6. | Bear | 9/1/62 |
| 3. Work with MODE project to obtain capability to produce information on military obligations of employees. | Bear | 1/1/63 |
| 4. Obtain an annual report of Reservists by categories. | Bear | Annually |
| 5. Work with agencies to insure key jobs would be backstopped in an emergency. | Bear | Continuing |
| 6. Review annually with the Department's Deferment Committee and the Special Assistant to the Secretary for Defense, the impact of military obligations upon the Department's manpower. | Bear | Annually |

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Director's Office

Recommended by:

Bob Bear 4-16-62
(date)

Function:

Inspection Coordination

Approved by:

Carl B. Barnes 5-29-62
(date)

OBJECTIVES

1. Develop system of review of agency personnel operations based on work of PPRM Task Force on Inspection and Review.
2. Maintain liaison with CSC in the conduct of the Nationwide Inspection of the Department now in process.
3. Keep staff of OP fully advised of relevant items gleaned from inspection reports.
4. Direct agencies to take corrective action when needed.

PROGRAM TO ACHIEVE STATED OBJECTIVES

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|--------------------|--------------------|
| 1. Prepare and issue regulations for Title 8 of the Administrative Regulations. | Bear | 5/1/62 |
| 2. Obtain copies of and analyze agency inspection reports. | Bear | Continuing |
| 3. Initiate follow up action where indicated. | Bear | Continuing |
| 4. Review and analyze CSC Nationwide Inspection Reports. | Bear | 4/1/63 |
| 5. Explore with CSC means of improving their Nationwide inspection technique. Direct its operation toward a better understanding of agency programs and objectives with improved coordination with agency inspection activities. | Bear | 6/1/63 |

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Director's Office

Recommended by:

Robert Bear 4-16-62
(date)

Function:

Defense Mobilization

Approved by:

Carl B. Barnes 5-29-62
(date)

OBJECTIVES

1. Assist agencies of the Department in developing an emergency organization together with staffing requirements.
2. Develop procedures which will firm up defense assignments to insure a capable effective defense organization.

PROGRAM TO ACHIEVE STATED OBJECTIVES

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|--------------------|--------------------|
| 1. Convene Task Force of agency personnel officers to develop means of making specific defense assignments. | Bear | 5/15/62 |
| 2. Coordinate Department needs for manpower in an attempt to satisfy all requirements from within the Department. | Bear | 9/1/62 |
| 3. Advise CSC of needs for manpower which cannot be satisfied from within the Department. | Bear | 1/1/63 |
| 4. Assist in the distribution and interpretation of CSC Emergency and Disaster Regulations in order that field staff will be fully informed. | Bear | Continuing |

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Director's Office

Recommended by:

Robert L. Hill

4/18/62
(date)

Function:

Executive Order 10988,
"Employee-Management
Cooperation in the
Federal Service"

Approved by:

Carl B. Barnes

5-29-62
(date)

OBJECTIVES

1. To issue policies and rules to implement the Order on or before July 1, 1962, as required by Section 10 of the Executive Order.
2. To inform officials and employees of the general policies.
3. To train agency personnel officers who will administer the program.
4. To recognize employee organizations that request it and are eligible for it.
5. To consult with unions on personnel policies, etc., under terms of the Order.

PROGRAM TO ACHIEVE STATED OBJECTIVES

1. Portions of the policies and rules have been written. The rest will be by July 1.
2. Secretary's Memorandum No. 1486, issued the day after the Executive Order was signed, initiated this process. It continues through talks to organizations, staff meetings, items in USDA, etc.
3. This began through a series of seminars for agency personnel officers before the Executive Order was issued. An Institute may be desirable when our regulations are issued.
4. The first Exclusive Recognition in the government under Executive Order 10988 was granted the National Joint Council of Meat Inspection Lodges, AFGE, on March 7.

Formal Recognition on a nation-wide basis was granted OPEDA on April 9.

Staff work on the NASCOE request for exclusive recognition has been completed.

Other applications are in the mill and will be disposed of as the required information becomes available (e.g., NAFV, SRBO, etc.).

The preoccupation with "cases" has diverted needed attention from the development of policies and rules.

5. Consultation with unions on personnel policies, etc., under terms of the Order will be carried on as the need arises.

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Complete Projected Work Plans for implementing the Secretary's policy on MOHR (Management of Human Resources) will be developed under the direction of a research psychologist to be added to the staff of the Office of Personnel.

Section 3

C L A S S I F I C A T I O N A N D S T A N D A R D S
D I V I S I O N

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Classification and
Standards

Recommended by:

Thomas J. Townsend

4/9/62
(date)

Function:

Position Classification
Program

Approved by:

Carl B. Barnes

5-29-62
(date)

OBJECTIVES

1. Establish procedures to keep the total position classification program of the Department under constant observation so that the Division will be informed and able to report or advise on problems arising in this area in any agency at any time.
2. Review CSC evaluation standards for position classification and pay administration with the classification officers of the Department to determine what the Office of Personnel and the agencies can do to insure meeting and, if possible, surpassing the standards.
3. Establish seminars to train supervisors in the significant aspects of the position classification function, such seminars to constitute an essential first step in accomplishing delegation of position classification authority to operating offices.

PROGRAM TO ACHIEVE STATED OBJECTIVES

- | | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|--------------------|
| 1. Program Coordination and Leadership | Townsend & Marx | Fiscal 1963 |
| a. Work with agencies until each has developed specific work plans covering its immediate and long-term needs in the classification, standards, and pay management areas. Have each reduce plans to writing | | |

Assigned toTarget Date

and give us a copy. We shall provide for exchange of copies among agencies to stimulate further thinking about development and improvement of projects and plans.

- | | | |
|--|--------------------|-------------|
| b. Follow up by making staff visits to agency personnel offices to observe classification training activities and participate in personnel management evaluations, classification audits, and supervisory interviews. Have three staff members (including one from Policies and Procedures Division if he can be spared for the purpose) visit annually at least one-third of the field offices exercising delegated classification authority in agencies with regionalized or area offices (AMS, ARS, FS, and the Commodity Offices of ASCS). To obtain this coverage, each staff member would have to visit only three such offices each year. Use evaluations the staff members will make of the offices visited to secure needed changes and improvements in the over-all classification and pay management program. | Townsend & Marx | Fiscal 1963 |
|--|--------------------|-------------|

2. Program Evaluation

Townsend &
Marx

July 1 -
Oct. 1, 1962

CSC standards for classification and pay administration are supposed to measure six elements:

- a. accuracy of classification;
- b. management support of the classification program;
- c. care exercised in preparing written position descriptions;
- d. care exercised to keep the classification program up to date;

Assigned toTarget Date

- e. participation of agency classifiers and other informed agency officials in the classification standards program as directed by the Civil Service Commission; and
- f. care taken to maintain pay plans for non-Classification Act positions on a current basis.

Hold meetings to review these standards with individual members of the Classification Council and with the personnel officers of the smaller agencies, coordinate findings with work group reporting to Bob Bear on personnel management inspections and reviews, and prepare a report, with recommendations, on the results of the study.

3. Position and Pay Management for Supervisors

Townsend &
Work Group

Fiscal 1963

Significant functions supervisors are responsible for in the classification process include:

- a. work assignment planning;
- b. development of position descriptions;
- c. evaluation of positions against standards;
- d. understanding administrative controls and how to obtain administrative clearances; and
- e. participating in the development of classification standards.

With advice from the Classification Council, appoint a work group of agency classifiers to draw up plans for seminars to train designated supervisors in these and related functions.

7/1/62

- a. The work group will gather as much information as possible on what has been done to accomplish this

8/1/62

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|--------------------|--------------------|
| kind of training in USDA and other departments during the past 5 or 6 years. Use this information to draw up a Department-wide training program. | | |
| b. Assign work group the task of identifying supervisors to whom training will be given. Conduct pilot courses with some of these supervisors to test the training plan. | | 9/1/62 |
| c. Let the work group prepare draft of the plan to present through Classification and Standards Division to the Classification Council for its review and recommendations. The plan should be specific as to frequency of the seminars, place or places where they will be held, who will serve as instructors, etc. | | 11/1/62 |
| d. When this stage has been reached, draft an appropriate memorandum for signature by the Director of Personnel providing formal recognition of the project and establishing the seminars on a continuing basis. | | 1/1/63 |

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Classification and
Standards

Recommended by:

Thomas J. Townsend

4/9/62
(date)

Function:

Occupational Standards
Program

Approved by:

Carl B. Barnes

5-29-62
(date)

OBJECTIVES

1. Develop a Department guide to be followed in reviewing, evaluating, and preparing comments and suggestions on occupational standards drafts received from the Civil Service Commission.
2. Conduct a validation study of evaluation standards in the 1961 edition of the USDA Wage Board Manual and develop related qualification standards for established wage board series.

PROGRAM TO ACHIEVE STATED OBJECTIVES

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|--------------------|
| 1. Guide for Occupational Standards Reviews | Marx | 1/1/63 |

Develop a draft to describe the steps that are taken and considerations usually involved in reviewing copies of tentative standards received from the CSC. As material to use in developing the draft, collect copies of comments prepared by the agencies on tentative standards in the recent past. Review material collected to identify existing tendencies and practices in the preparation of such comments. Select examples of comments, both good and not so good, to discuss with agency representatives before

Assigned to

Target Date

determining which to include in a final check list. Also complete a list of "do's" and "don'ts" to be considered by agencies in reviewing and preparing comments on standards drafts.

Talk with agency representatives about some of the problems they encounter in their efforts to obtain adequate review of proposed standards, including their relationships with program officials and personnel staff in the field whose views are solicited on these proposals. Through understanding reached in this manner, write a guide which will include the features mentioned and be issued as a means of securing better comments and suggestions for our use in developing a Department position on standards drafts in the future.

2. Validation of Standards for Wage Board Jobs

Marx

3/31/63

- a. Begin this validation study by obtaining statistics on current series and grade levels of wage board jobs in the Department, by agency. Compare results with definitions in the Wage Board Manual. Compile data to show which series and levels are either not used by the agencies or not described in the Manual. Review results with the agencies to determine need for changing some of the standards. In the process of doing this, receive questions involving positions which have not yet been converted to the new coding scheme, and revise or modify the standards as necessary. When the study is completed, use the results to establish a policy for the regular maintenance review of all evaluation standards in the Wage Board Manual.

Developing qualification standards for jobs described in the Manual will require critical review of the Interim Qualification Standards for Wage Board Positions recently issued by the Civil Service Commission. We have distributed copies of these standards to the agencies for them to apply under test conditions and will analyze their comments on the results of the test to determine Department-wide applicability of the standards. A significant number of wage board jobs are not specifically covered in the proposed standards except by application of a "general" standard. We shall either have to adopt this "general" standard to serve agency needs or develop our own specific qualification standards for the jobs involved to obtain complete coverage.

- b. Upon completion of this review and analysis of the Interim Qualification Standards, prepare standards for issuance, either as Part V of the Wage Board Manual or in some other appropriate form. Call on the Civil Service Commission for such advice and approvals as are needed in the process of preparing these standards.

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Classification and
Standards

Recommended by:

Thomas T. Townsend

4/9/62
(date)

Function:

Salary and Wage Administration
Program

Approved by:

Carl B. Barnes

5-29-62
(date)

OBJECTIVES

1. Establish a comprehensive file of job evaluation and pay administration studies and guides to maintain for reference purposes in connection with research and program development activities.
2. Develop procedures for keeping currently abreast of wage trends in all the areas for which wage schedules are received and filed in the Division.
3. Study advantages of complete centralization as contrasted with further decentralization of wage ratesetting in AMS, ARS, ASCS, FS, and SCS. If a change in either direction is indicated, determine the precise nature of the action required to effect it and the management improvement ends it may serve.

PROGRAM TO ACHIEVE STATED OBJECTIVES

- | | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|--------------------|
| 1. Establishment of Pay Management File | Pensivy & Vranesh | 7/1/62 |

Write to companies on Fortune Magazine's list of 500 largest American corporations for examples of reports, instructional material, and guides they may have recently issued in the field of job evaluation, occupational standards, and pay management. Get on the mailing

Assigned toTarget Date

list of 25 universities that maintain respectable Labor and Industrial Relations Departments for copies of the same. Use Budget Bureau, CSC, Public Affairs Information Service, Library of Congress, and H. W. Wilson Company bibliographies to pick up additional items. Get advice and assistance from National Agricultural Library in arranging for attractive display of material received. Copies should be available to all personnel workers and interested supervisors in the Department who may wish to use them, with understanding that copies on loan may be called in for official use of appropriate staff members of Office of Personnel whenever needed.

2. Staff Work for Review Wage Board

Vranesh

System set
up and in
opn. by
6/1/62

The present system for filing A-AF, Navy, VA, GSA, Interior, and USDA wage schedules operates with county folders as the basic file. The new objective requires charting rates for key classes on county outline maps before filing the individual rate schedules. Rates will be color coded on the charts to identify boards by which established. Trends for key classes in selected locations will be computed (as percentage increases, usually) twice a year for information of the Review Wage Board. Correlations will be run with Classification Act increases (if any), and to show relationship of rates set by different boards for the same classes of work over the same time periods in the selected locations.

3. Centralized Wage Rate Setting
Methods Study

Townsend

10/30/62

Assigned toTarget Date

Study cost and other aspects of fixing wage rates under a single national office board as in AMS, ASCS, and SCS, compared to the cost and related considerations under a decentralized system, as in ARS and FS. At the same time, determine what results would flow from total decentralization of the function - what specifically the advantages and disadvantages might be, in other words, if we delegated authority and responsibility to set rates to operating offices in the field service.

Take up this matter first with the Review Wage Board here, and assuming that it will agree there is no objection to conducting such a study, ask the personnel officers of the five affected agencies each to designate staff members with whom we can work in planning the study.

| | | |
|--|----------|----------|
| - Detailed plan for conducting study drawn up and cleared with agencies | Townsend | 7/1/62 |
| - Study itself under way in Washington and selected field headquarters | Townsend | 8/1/62 |
| - Data collected and results reported back to Washington | Townsend | 10/1/62 |
| - Results reviewed, decision reached on what changes, if any, should be made, and implementing action begun. | Townsend | 10/30/62 |

Section 4

EMPLOYEE DEVELOPMENT DIVISION

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Employee Development

Recommended by:

E. R. Draheim 3/30/62
(date)

Function:

Administration of
Public Law 85-507

Approved by:

Carl B. Bamer 5-29-62
(date)

OBJECTIVES

1. To effectively administer Public Law 85-507, Training Act.
2. To expedite scheduling and coordination of all Department out-service training.
3. To coordinate inter-agency training programs.
4. To establish and maintain a system for evaluating training done under 1, 2, and 3 above.

PROGRAM TO ACHIEVE STATED OBJECTIVES

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|------------------------------|--------------------|
| 1. Develop and administer plans for the effective administration of AR - (Training) Chapter 40, revised in April, 1962, as proposed by PPRM Recommendation No. 30. | Draheim & Buchanan | Continuing |
| a. Review and approve for the Director AD-281's which must have prior approval by the Office of Personnel. | Draheim, Buchanan & Cromwell | Continuing |
| b. Coordinate, develop and submit to the CSC Annual Department Report on Training and Plans for Training required under Public Law 85-507. Plan for | Draheim, Buchanan & Cromwell | Aug. 1962 |

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|------------------------------------|--------------------------------|
| and make effective use of these reports for determining needs and coordinating training within the Department. | | |
| c. Develop and maintain a system for informing Agencies about out-service training opportunities and issue to Agencies periodically. | Buchanan & Cromwell | June 1962 and continuing |
| d. Coordinate participation by Agencies in inter-Agency training programs. | Buchanan & Cromwell | July 1962 and Continuing |
| 2. Evaluation of Training | | |
| a. Serve as a clearinghouse for appraisals of out-service training in cooperation with CSC clearinghouse activities. | Buchanan & Cromwell | June 1962 and continuing |
| b. Attend and participate in Agency training sessions in order to evaluate them. | Draheim, Buchanan & Cromwell | July 1962 and continuing |
| c. Develop and use practical means of accumulating, recording and distributing appraisals of training by participants and others. | Buchanan & Cromwell | Aug. 1962 and continuing |

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Employee Development

Recommended by:

E. R. Ivaherou

3/30/62
(date)

Function:

Management-Development

Approved by:

Carl B Barnes

5-29-62
(date)

OBJECTIVES

To provide positive leadership to an effective Departmentwide Management Development Program that will improve the efficiency of the Department's operation by:

1. Initiating action and following through on all phases of the Department's "Management Development Task Force Report" titled "Developing USDA Managers".
2. Initiating, developing and administering a positive Department-wide Management Intern Program.
3. Coordinating the efforts of Department Agencies to assure that all supervisors are properly trained.
4. Continuing to coordinate and strengthen the efforts of Department Agencies to assure proper and adequate development of "Middle Managers" --(GS-11 through GS-13).
5. Initiating, developing, conducting and evaluating interagency "Seminars in Executive Development" for top level personnel -- (GS-14 and above).
6. Initiating, developing and coordinating the Employee Development Division's responsibility expected and needed in connection with the development of MODE, especially MOHR.
7. Exploring with Agencies the feasibility of the use of Programmed Instruction and Gaming for meeting various training needs throughout the Department.

PROGRAM TO ACHIEVE STATED OBJECTIVES

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|----------------------------|-------------------------|
| 1. Management Development Task Force Report | | |
| a. Revise draft of Management Development Task Force Report to include suggested change by Agencies for consideration and review by the Task Force. | Draheim & Buchanan | June 15, 1962 |
| b. Issue Management Development Task Force Report titled "Developing USDA Managers" over Secretary's signature. | Draheim & Buchanan | July 1, 1962 |
| c. Implement OP responsibility as outlined in Management Development Task Force Report recommendations. | Draheim & Buchanan | Sept. 1962 & recurring |
| 2. Develop and operate a Departmentwide Management Intern Program | | |
| a. Provide Departmentwide leadership in recruiting Management Interns including contact with colleges and universities. | Draheim, Buchanan & Powers | May 1962 & continuing |
| b. Assist Agencies with placement of Management Interns. | Powers | May 1962 & continuing |
| c. Organize, implement and conduct an effective training program for Management Interns in USDA | Powers | May 1962 & continuing |
| d. Follow-through on placement, development evaluation and advancement of Management Interns in USDA. | Powers | May 1962 & continuing |
| e. Recommend and implement changes to improve Management Intern Programs in USDA and elsewhere in Government. | Powers | Sept. 1962 & continuing |
| f. Develop and give Departmentwide leadership to stepping up the tempo of recruiting and use of Management Interns in USDA. | Powers | Jan. 1963 & continuing |

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|---------------------------|
| 3. Supervisory Training | | |
| a. Prepare OP staff report showing number of employees trained in formal supervisory courses in each agency during fiscal year 1962. | Buchanan & Wright | June 1962 |
| b. Confer with Agencies to establish schedule by each Agency for all supervisory training programs including number of personnel and location of courses for fiscal year 1963. | Buchanan & Wright | June 1962 |
| c. Issue schedule referred to under (b) immediately above, to all Agencies and coordinate inter-agency participation in supervisory training courses during fiscal year 1963. | Buchanan & Wright | July 1962 & continuing |
| d. Set standards for, participate in and evaluate effectiveness of various Agency supervisory training programs. | Buchanan & Wright | July 1962 & continuing |
| e. Appoint Department steering committee to explore and develop course content complete with training material and discussion leaders for (smaller interagency) supervisor's training course. | Buchanan & Wright | Aug. 1962 |
| f. Submit prospective program to Agencies for their comments and approval including proposed schedule for conducting (smaller interagency) supervisor's training courses throughout the U.S. on a regionalized basis. | Buchanan & Wright | Sept. 1962 |
| g. Arrange for carrying out (smaller interagency) supervisory training courses if it is determined they are needed. | Buchanan & Wright | Oct. 1962 & continuing |
| h. Revise and update "Guide Posts for Supervisors" and issue for use by Agencies. | Buchanan & Wright | Sept. 1962 |

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|-----------------------------|----------------------------|
| i. Explore with Agencies the possibility of a survey to determine the training needs of approximately 10,000 supervisors. If such is needed, conduct survey in cooperation with the Agencies and make use of the results to strengthen the Department's Supervisory Training Program. | Buchanan & Wright | Oct. 1962 |
| 4. Development of Middle Managers | | |
| a. Establish standards for use by Agencies to meet trainine needs for Middle Managers (GS-11 through GS-13). | Buchanan & Wright | Sept. 1962 |
| b. Summarize schedules of Agencies to meet needs of Middle Managers for fiscal year 1963. Publish and issue total Department schedule to Agencies and co-ordinate interagency participation. | Buchanan & Wright | Aug. 1962 & continuing |
| c. Attend, participate in and evaluate effectiveness of various Agency Middle Management Training. | Draheim, Buchanan & Wright | Oct. 1962 & continuing |
| d. If standards for Middle Management training cannot be met by individual Agencies, arrange for an interagency program to meet these needs. | Buchanan & Wright | Nov. 1962 & continuing |
| 5. Interagency Seminars in Executive Development (SED) | | |
| a. Provide positive leadership to the Secretary's Management Development Committee in establishing policy and guidelines for conducting interagency Seminars in Executive Development. | Robertson, Barnes & Draheim | April 1962 & continuing |
| b. Develop and issue to Agencies a brochure on the interagency Seminars in Executive Development (SED) for fiscal year 1963 which outlines what the program is, its | LaMois & Cromwell | July 1962 |

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|--------------------|---|
| objectives, the annual schedule of Seminars, with dates, locations and basic content of the Seminars. | | |
| c. Establish Procedure for Conducting Seminars | LaMois & Cromwell | May 1962 & continuing |
| (1) Send notice to Agencies announcing Seminar to be held, along with nomination forms. | LaMois & Cromwell | Beginning 5/15/62 & two months prior to each succeeding Seminar |
| (2) Make final selections of participants for Seminar. | LaMois & Cromwell | 10 days after receipt of nominations |
| (3) Notify Agencies of Nominees selected for the Seminar. Send Agencies and selected participants copy of program with information, material and instructions needed preparatory to the Seminar. | LaMois & Cromwell | 10 days after receipt of nominations |
| (4) Conduct Seminars in Executive Development. | LaMois & Cromwell | July 16-20, 1962 and every two months thereafter |
| (5) Evaluate effectiveness of Seminar with evaluation committee and make proper adjustments for next session. | LaMois & Cromwell | July 23, 1962 and immediately following each Seminar |
| (6) Complete and publish report of Seminar and issue to Agencies. | LaMois & Cromwell | Aug. 1962 and following each Seminar. |
| Repeat one interagency Seminar in Executive Development every two months in five regions across the U.S. Exact locations to be established. | LaMois & Cromwell | Continuing |

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|--------------------|----------------------------|
| 6. Employee Development Division Responsibility re MODE | | |
| a. Coordinate Employee Development Division's work in providing information needed for and from MODE, especially MOHR. | Powers | April 1962 & continuing |
| b. Develop and administer procedures for training and re-training employees for ADP related jobs. | Powers | June 1962 & continuing |
| 7. Programmed Learning and Gaming for training | | |
| a. Issue bibliographies to Agencies on programmed learning and gaming for training. | Powers | May 1962 & continuing |
| b. Collect printed materials on these subjects for loan to Agencies. | Powers | May 1962 & continuing |
| c. Encourage Agencies to consider the use of these methods and consult with them as necessary on their use. | Powers | May 1962 & continuing |

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Employee Development

Recommended by:

E. R. Drachin

5/29/62
(date)

Function:

Training Publications and
Communications

Approved by:

Carl B. Barnes

5-29-62
(date)

OBJECTIVES

1. Conduct comprehensive study of current Department training publications.
2. Coordinate the Office of Personnel program for issuance of "Tips to Supervisors"; "Keeping in Focus with Personnel Management Tips"; and OP's contribution to USDA news bulletin.
3. Provide leadership in preparation of needed correspondence courses.

PROGRAM TO ACHIEVE STATED OBJECTIVES

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|----------------------|--------------------|
| 1. Obtain copies of Agency training publications. | Wright | June 1962 |
| 2. Conduct survey with Agency Personnel and Training Officers to determine need for additional training publications. | Buchanan & Wright | June 1962 |
| 3. Revise and update "Guideposts for Supervisors" and consolidate as part of departmental Training Publications Program. | Buchanan & Wright | Sept 1962 |
| 4. Prepare schedule and due dates for subjects assigned OP Divisions for preparation of "Tips to Supervisors" and other such publications. | Wright | June 1962 |

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|----------------------|--------------------|
| 5. Explore with Agencies the need and practical means of providing correspondence courses in the following areas: | Buchanan & Wright | Nov. 1962 |
| a. Middle Management | | |
| b. Supervisor's Responsibility | | |
| c. Accounting and Auditing | | |
| d. Investigations (evidence and procedure) | | |
| 6. In cooperation with Office of Information arrange for publication and distribution of training material prepared within the Office of Personnel. | Buchanan & Wright | Continuous |

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Employee Development

Function:

Orientation Training

Recommended by:

E. R. Draheim

3/30/62
(date)

Approved by:

Carl B. Barnes

5-29-62
(date)

OBJECTIVES

To provide effective leadership for orienting USDA employees by:

1. Acquainting employees with the organizational and functional structure of the Department and its agencies and with their rights and privileges.
2. Informing employees who do personnel, administrative, and related work with the Office of Personnel's programs, functions, and personnel; thereby improving the Department's Personnel Program.
3. Planning programs to meet objectives of foreign visitors who come to USDA for assistance on Personnel Administration.

PROGRAM TO ACHIEVE STATED OBJECTIVES

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|--------------------|--------------------|
| 1. Prepare up-to-date program for orienting employees in USDA. (Both Washington, D. C., and field) | Draheim & Lynch | Aug. 1962 |
| a. Get ideas and suggestions from Agencies by survey. | Draheim & Lynch | Aug. 1962 |
| b. Determine responsibility of Agencies. | Draheim & | Aug. 1962 |

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|--------------------|--|
| c. Determine responsibility of Office of Personnel. | Draheim & Lynch | Aug. 1962 |
| d. Up-date the Orientation Section of the Training Chapter, AR's (Chapter 40) | Draheim & Lynch | Aug. 1962 |
| 2. Orientation Materials: | | |
| a. Revise and keep current, <u>"Employee Handbook"</u> | Lynch | July 1962 & thereafter as needed |
| b. Up-date, improve, and keep current the slides and booklets on <u>"A Guide to Understanding the U.S. Department of Agriculture"</u> for use in Orientation Programs, training sessions, USDA Club Programs, and to train Foreign Visitors. | Lynch | May 1962 & thereafter as needed |
| 3. Orientation Meetings: | | |
| a. Plan, announce, and conduct <u>quarterly Departmentwide Orientation Programs</u> for new employees in D. C. | Lynch | June & Oct. 1962; Feb. & June 1963 |
| b. Plan, announce, and conduct <u>Orientation Meetings at Beltsville for USDA employees</u> two or three times annually. | Lynch | June 1962 & Feb. & June 1963 |
| c. Evaluate results to improve each succeeding meeting. | Lynch | Immediately following each meeting |
| 4. <u>Orientation - Department's Personnel Program</u> | | |
| a. Plan, schedule and participate in <u>"Tours" of the Office of Personnel</u> for USDA employees engaged in Personnel, Administrative, and related work. | Lynch | June & Oct. 1962, Feb. & June 1963 (as new employees come in.) |
| b. <u>Foreign Visitors:</u> | | |
| (1) Advise and consult with Program Specialists in | Lynch | Continuing |

Assigned to

Target Date

FAS on training needs of Foreign Visitors, who come to the Department to learn of Personnel Administration. (Foreign visitors are referred to OP mostly by FAS; but occasionally by Brookings, the CSC, and certain Universities.)

- | | |
|--|------------|
| (2) Plan, coordinate and carry out Lynch programs or schedules to meet needs of Foreign Visitors in Personnel Administration. | Continuing |
| c. <u>Evaluate Results</u> : Review evaluations made by participants and strive to improve timing, presentations by OP Staff, visuals, substance, etc. | Continuous |

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Employee Development

Recommended by:

E. R. Draheim

3/30/62
(date)

Function:

Secretarial Training

Approved by:

Carl B. Barnes

5-29-62
(date)

OBJECTIVES

1. Explore need throughout the Department for the improvement of secretarial, stenographic, and clerical skills.
2. Develop a practical plan for training secretaries and stenographers.
3. Set up an effective system for evaluating such training.

PROGRAM TO ACHIEVE STATED OBJECTIVES

- | | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|--------------------------------------|
| 1. Obtain from Agency Personnel and Training Officers their reactions as to WHAT OP CAN AND SHOULD DO TO provide leadership for Secretarial Training. (A proposed plan for a <u>Departmentwide Secretarial Training Program</u> is expected to be submitted to the Agencies in May, 1962. | Lynch | May 1962 |
| 2. Establish Committees to assist in carrying out a formalized Secretarial Training Program, <u>if</u> Agencies approve such a program: | Lynch | July 1962 (if Agencies want Program) |

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|----------------------------------|--------------------|
| a. Committee on Overall Planning | | |
| b. Committee on Review, Appraisal, and Selection of Visuals | | |
| c. Committee on Review, Appraisal, and Selection of Text Materials | | |
| d. Committee on Space, Equipment, Teaching Machines, and Working Tools other than Visuals and Texts | | |
| 3. Explore most practical approach to meeting secretarial training needs: | Draheim & Lynch | July 1962 |
| a. Through formal training | | |
| (1) By Agencies | | |
| (2) By Department | | |
| b. Through informal training | | |
| 4. Explore availability of Qualified Instructors for typing, shorthand, and general office practices. These must be capable persons with appropriate background in education or teacher-training work; and persons qualified by CSC qualification standards. (Figure Costs) | Draheim & Lynch | July 1962 |
| 5. Obtain services of expert <u>Consultants</u> ; consult and confer with <u>representatives</u> from Publishing Companies, Business Education Departments in School Systems, Telephone Companies, Typewriter Companies, and Office Machine Companies on services, equipment, and training materials. (Figure Costs) | Draheim & Lynch | July 1962 |
| 6. Work out Details for the Program | Lynch, Instructors, & Committees | July 1962 |
| a. Determine <u>Employee and Position Coverage</u> --type employees and positions to be covered by training--typists, stenographers, secretaries, clerks, etc. | | |

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--|-------------------------------------|
| b. Determine <u>Geographic Coverage</u> --localities where training will be offered. | | |
| c. Establish Criteria for Selection of Trainee. | | |
| d. Determine <u>Duration of Training Period</u> --that is, hours per day, days per week, and total duration of training. | | |
| e. Determine how to finance. | | |
| 7. Determine <u>space, furniture, equipment office machines</u> , and work materials needed; such as typewriters, projectors, screens, teaching machines, texts, workbooks, etc. (Figure Costs) | Lynch, Instructors, & Committees | July 1962 |
| 8. Define Subject Matter, Course Content, and Type Training to be offered. | Lynch, Instructors, & Committees | Aug. 1962 |
| 9. <u>Conduct Program as defined and approved by Agencies, Committees, and Instructors.</u> | Instructors & Committees | Sept.-Dec. 1962 and Recurring |
| 10. <u>Testing, Reporting, Follow-up, Appraisal</u> , and Evaluation of Training and of accomplishments of Trainees. | Lynch, Instructors & Committees | Jan. 1963 and Recurring |

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Employee Development

Recommended by:

E. A. Draheim

3/30/62
(date)

Function:

Joint Committee of the
Department of Agriculture
and Land-Grant Universities
on Training for Government
Service

Approved by:

Carl B Barnes

5-29-62
(date)

OBJECTIVES

1. To develop and implement Joint Committee recommendations that will encourage and maintain close collaboration between the Department of Agriculture and the Land-Grant Institutions on training for Government Service.
2. To keep in touch with current developments within the Land-Grant Institutions regarding enrollment and curricula trends.
3. To keep these Institutions informed on the educational background needed by college students to qualify for employment with USDA.
4. To apprise the Institutions of employment opportunities, occupational needs, shortage categories, and projected employment trends within USDA.
5. To keep abreast of existing or proposed legislation of interest and concern to the Joint Committee.

PROGRAM TO ACHIEVE STATED OBJECTIVES

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|--------------------|
| 1. Liaison with Land-Grant Institutions | | |
| a. Serve as Co-Chairman and provide aggressive leadership to the Committee. | Barnes | Continuing |

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|--------------------|------------------------------------|
| b. Provide liaison with Land-Grant Institutions on matters related to preparation for Government Service. | Draheim | Continuing |
| 2. Developing Plans for Joint Committee Work | | |
| a. Recommend changes in Department Membership on the Joint Committee and prepare Secretary's Memorandum announcing changes. | Draheim & Lynch | Jan. 1963 |
| b. Work with Department Section of Committee on developing agendas. | Draheim | Oct. 1962 & Feb. 1963 |
| c. Develop agendas from items agreed to by all members and issue announcements for scheduled meetings of the entire Joint Committee. | Draheim & Lynch | Oct. 1962 & March 1963 |
| d. Arrange for facilities and details for all Committee meetings. | Lynch | Oct. 1962 & March 1963 |
| 3. Conduct of Committee Meetings | | |
| a. Keep alert to matters which should be brought to the attention of the Committee. | Draheim & Lynch | Continuing |
| b. Brief discussion leaders so that they will be properly prepared and present as scheduled. | Draheim & Lynch | Nov. 1962 & April 1963 |
| c. Serve as Executive Secretary to the Joint Committee. | Draheim & Lynch | April 1962 and recurring |
| Develop reports on Meetings and see that they are distributed and effectively utilized. Regular distribution is to Committee Members, Agency Heads, Personnel Officers, and Land-Grant Institutions. | Lynch & Cromwell | April 1962, Nov. 1962 & April 1963 |
| 4. Follow Up on Committee Decisions | | |

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|-------------------------------|-------------------------------|
| a. Develop and initiate specific action plans for implementing each recommendation made by the Joint Committee. | Draheim & Lynch | May 1962 and recurring |
| b. Develop the 1962 Annual Report of the Joint Committee for approval of the Committee at the November 1962 Meeting. | Lynch | Oct. 1962 |
| 5. Evaluation of results of Joint Committee Work | Barnes, Draheim & Lynch | June 1962 and recurring |

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Employee Development

Recommended by:

E. R. Draheim

3/30/62
(date)

Function:

Incentive Awards Program

Approved by:

Carl B Barnes

5-25-62
(date)

OBJECTIVES

1. Plan and conduct Annual Honor Awards Ceremony.
2. Complete review of Incentive Awards Program culminating in total revision of policies and procedures in 8 AR 62.
3. Develop comprehensive procedure for selection of Department candidates for all outside recognition programs along with a complete "calendar" of submission dates for use by Department agencies.
4. Reappraise functions and responsibilities of the USDA Employee Awards Committee.
5. Develop and issue special Suggestion Program promotional material.
6. Reconstitute and issue "Suggestion Digest".
7. Develop system for review of agency incentive awards programs.
8. Develop procedure for periodic meetings and conferences of agency awards administrators.
9. Orientation Materials - develop visual aids for use in orienting foreign visitors, OP tours, trainees, etc., on the Incentive Awards Program.
10. Revise format of Annual Incentive Awards Report to agencies.

PROGRAM TO ACHIEVE STATED OBJECTIVES

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|---|--|
| 1. Annual Honor Awards Ceremony Preparation | Keller, Thomas & Paulsen | 1962 Ceremony- 5/18/62 1963 Ceremony- 5/14/63 |
| To be accomplished by -- | | |
| Complete schedule of detailed preparations with sub-target dates available in Incentive Awards Office. | | |
| 2. Review Incentive Awards Program | Task Force OP-Keller, Thomas & Paulsen | Sept. 1962 |
| a. Areas to be studied | | |
| (1) Personnel Policy Review Recommendations: | | |
| (a) #84 - to be studied | | |
| (b) #85 - to be studied | | |
| (c) #86 - resolved | | |
| (d) #87 - resolved | | |
| (2) Honor Awards Program | | |
| (a) Standards and criteria for Superior and Distinguished Awards | | |
| (b) Screening and selection process of award recipients | | |
| (c) Type of recognition (present medals and certificates vs other) | | |
| (d) Numbers granted each year | | |
| (3) Cash Awards Program | | |
| (a) Establish criteria as basis for determining sustained superior performance of 6 months for which cash awards may be granted. | | |

Assigned to Target Date

- (b) Group cash awards (size)
- (4) Employee Suggestion Program
 - (a) Revise current intangible awards table
 - (b) Policy and procedure for evaluation and recommending amount of cash to be paid for suggestions adopted for use beyond originating agency.
 - (c) Types of promotion
- (5) Should areas of program be curtailed or abolished or is there need for additional programs?
- (6) Other problem areas as determined.
- b. Submit staff-study of total review to Director of Personnel and to the USDA Employee Awards Committee. Oct. 1962
- c. Draft revision of Policies and Procedures in 8 AR 62. Nov. 1962
- d. Approval and issuance of new Policies and Procedures by Director of Personnel. Jan. 1963
- 3. Selection of Department candidates for "Outside Recognition" Programs Thomas Oct. 1962
 - a. CSC has concluded discussion with representatives of sponsoring organizations for major "Outside Recognition" programs in attempt to more equally distribute submission dates throughout the year. Will need results of this to proceed.

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|--------------------|--------------------|
| <ul style="list-style-type: none"> b. Plan includes development of comprehensive chart covering titles, purpose, sponsoring organization, eligibility standards, basis of selection, approximate nomination submission date, and award given for all non-USDA awards in which Department participates. c. Release to agencies with instructions to "plan ahead." d. Develop a standard procedure for screening candidates and making final selection at the Department level. | | |
| 4. Reappraisal of functions of USDA Employee Awards Committee | Keller & Thomas | July 1962 |
| <ul style="list-style-type: none"> a. Study of past and present functions of the Committee to determine changes needed, if any, such as frequency of meetings, role in evaluating cash award recommendations, sub-committee procedure that could be used, etc. b. Study to be submitted by Administrative Assistant Secretary through the Director of Personnel. | | |
| 5. Develop and issue special Suggestion Program promotional material. | Thomas & Paulsen | Feb. 1963 |
| <ul style="list-style-type: none"> a. Develop ideas for series of Suggestion Program Posters to be issued throughout Fiscal Year '63; prepare cost figures; obtain money clearance; print; distribute; and arrange for proper display. b. Same procedure as above for check stuffers and table tents. c. Prepare and issue either article or handbook to supervisors on obtaining maximum benefit through use of Suggestion Program. | | |

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|--|
| 6. Reconstitute and issue "Suggestion Digest" | Paulsen | Aug. 1962 |
| a. Review and determine necessary changes in content and procedure to make it more useful. | | |
| b. Set up and issue at determined intervals | | |
| 7. Review of Agency Programs | Keller & Thomas | June 1963 (after new regulations and revised Honor Awards Ceremony of 1963) |
| a. Develop guide lines for Agency use in evaluating effectiveness of their own individual agency Incentive Awards Programs. | | |
| b. Review CSC Inspection Reports, record statistical data on graphic charts, evaluate agency programs, state conclusions in memo to Agency Heads, discuss and counsel on problem areas with Agency officials and Incentive Awards Administrators. | | |
| 8. Meetings and Conferences of Agency Incentive Awards Administrators | Keller & Thomas | To become effective after Task Force study is completed |
| a. Develop plan to hold periodic staff meetings of Agency Incentive Awards Administrators for discussion of mutual problems, dissemination of new ideas and techniques, etc. | | |
| b. Require early notification of meetings and submit formal agenda items for planned programs. | | |
| 9. Orientation Materials | Thomas | A continuing process as newer materials and statistics become available |
| a. Develop visual charts (outline and graphic). | | |
| b. Prepare outline of total program for handout. | | |

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------------------|--------------------|
| 10. Revised Annual Report provided as feedback to agencies | Keller, Thomas & Paulsen | Sept. 1962 |
| a. Compile, review, evaluate data provided by agency annual reports. | | |
| b. Revise format to make it more meaningful to all levels of employees. | | |
| c. Supply to agencies from Director of Personnel. | | |

Section 5

EXAMINATION AND EMPLOYMENT
DIVISION

Projected Work Plans for this Division will be developed after the position of Chief has been filled.

Section 6

HEALTH, SAFETY AND WELFARE
DIVISION

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel
PROJECTED WORK PLANS

Division Responsible:

Health, Safety & Welfare

Recommended by:

L. E. Buchanan

18 April 62
(date)

Function:

Health Program

Approved by:

Carl B. Barnes

5-29-62
(date)

OBJECTIVES

1. To direct and give leadership to a comprehensive health program, in the light of the best available medical knowledge, that meets the needs expressed by management and employees and which satisfies the requirements of P. L. 658 and the Civil Service Commission.
2. To develop standards and guidelines and provide training, education and consultation that will assist agency officials to discharge their responsibilities in carrying out the Department's Health Program.
3. To provide for inspections to insure that standards and guidelines are met and that adequate health measures are included in the planning and maintenance of operations, laboratories, buildings, etc.
4. To make sure that the recommendations on health made by the Personnel Policy Review Meeting (1961) are fully implemented and consider all other suggestions for the improvement of employee health services.
5. To participate in the activities of the newly formed Council of Federal Medical Directors for Occupational Medicine with the objective of promoting complete employee health programs.

PROGRAM TO ACHIEVE STATED OBJECTIVES

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|--------------------|
| 1. Guide Lines and Standards | | |
| a. Establish and maintain high health standards in such areas as: | Buchanan | Jan. 1963 |

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|----------------------------|
| (1) Hazardous occupations | | |
| (2) General working conditions | | |
| (3) Preventive health areas | | |
| (4) Foreign assignment and travel | | |
| b. Work with groups in the Department, medical organizations, the Civil Service Commission and through legislation to keep the health program up to date. | Buchanan | Continuing |
| 2. Review and Inspection | | |
| a. Visit field installation to assure that working conditions meet standards for a healthy work environment. | Buchanan | Continuing |
| b. Review plans for laboratories and buildings to insure that adequate health measures are provided, especially for hazardous occupations. | Buchanan | Continuing |
| c. Review inspection and audit report and other sources of information for indications of actual or potential health problems. | Buchanan | Continuing |
| d. Provide appropriate officials with counsel and advice on measures needed to meet deficiencies. | Buchanan | Continuing |
| 3. Training and Education | | |
| a. Encourage employees to take the best care of themselves through annual exams, adequate diet, rest, exercise, and constructive recreation | Buchanan | Fiscal '63 & Continuing |
| b. Develop and issue training materials such as: "Tips to Supervisors", "Management Tips". Give lectures on employee health matters for executives and | Buchanan | Fiscal '63 & Continuing |

supervisors. These media will be coordinated with agency management, supervisory and employee training programs including the following areas:

- (1) Preventive health instruction.
- (2) Instruction in early recognition of employee ineffectiveness caused by health failure.
- (3) Instruction in early referral of employees with health problems that management and supervisors can not or should not handle.

4. Emergency care for "on the job" illnesses and injuries.

- a. Organize and administer the activities of the Health Units and First Aid Workers throughout the Department.

Buchanan

Fiscal '63
& Continuing

- b. Study the need for additional units in field locations having large numbers of Agriculture employees and in other locations where other Departments might cooperate with providing health unit services. Some locations are:

- | | |
|--|---|
| <ol style="list-style-type: none"> (1) Peachtree Building, Atlanta (2) Appraiser Building, San Francisco (3) NADLab, Ames, Iowa (4) Plum Island (5) Orlando, Florida (6) Northern Regional Lab, Peoria | <p>Jan. 1963</p> <p>Jan. 1963</p> <p>Continuing</p> <p>Continuing</p> <p>Continuing</p> <p>Continuing</p> |
|--|---|

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------------|--------------------|
| c. Develop occupational health programs, especially for those employees in hazardous duty and foreign travel. | Buchanan | Continuing |
| d. Arrange for needed immunization program, Red Cross blood bank cooperation, etc. | Buchanan & Nursing Staff | Continuing |
| e. Coordinate with private physicians and local medical facilities on employee health cases. | Buchanan | Continuing |
| 5. Provide consultation service and examinations on individual and group health problems including cases involving: | | |
| a. Entrance on duty. | Buchanan | Continuing |
| b. Fitness for duty examinations. | Buchanan | Continuing |
| c. Exposure to unusual hazards. | Buchanan | Continuing |
| d. Guidance in handling health problems. | Buchanan | Continuing |
| e. Interpretation of medical factors involved in various types of personnel cases. | Buchanan | Continuing |
| f. Disability retirement examinations. | Buchanan | Continuing |
| g. Individual counseling on health problems when possible and referral as appropriate. | Buchanan | Continuing |
| 6. Physically Handicapped Program (including emotional problem cases) | | |
| a. Conduct liaison with Public Health, BEC, CSC, President's Committee and other appropriate facilities and contacts to give leadership and effect to the President's Policy. | Buchanan | Continuing |

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|--------------------|
| b. Medical consultation including advice concerning the employment, placement, reassignment or termination of handicapped or emotionally disturbed workers and post-retirement assistance to handicapped workers. | Buchanan | Continuing |
| 7. Liaison with the Bureau of Employees' Compensation. | | |
| a. To assure prompt and complete processing of both on-the-job injury and illness cases. | Buchanan | Calendar '63 |
| b. To negotiate the elimination of the use of Federally designated physicians. | Buchanan | Calendar '63 |
| c. To seek more emphasis on preventive medical and safety programs. | Buchanan | Calendar '63 |
| d. To improve injury reporting for purposes of use in designing preventive programs. | Buchanan | July 1962 |
| e. To conduct research into causes of job connected injuries and illnesses. | Buchanan | Continuing |

NOTE: Since overlap exists between Health, Safety & Welfare functions, please see Safety and Welfare Work Plans.

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Health, Safety & Welfare

Recommended by:

Lee D. Buchanan

18 April 62
(date)

Function:

Safety Program

Approved by:

Carl B. Barnes

5-29-62
(date)

OBJECTIVES

1. To establish policies and coordinate programs designed to maintain safe working conditions for employees throughout the Department.
2. To provide program leadership and direction.
3. To evaluate effectiveness of agency safety programs.
4. To recommend action for promoting and improving efforts to conserve human resources, government property and equipment.
5. To provide for systematic total accident reporting as the basis for programming needed corrective action.

PROGRAM TO ACHIEVE STATED OBJECTIVES

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|--------------------|--------------------|
| 1. Develop policies, programs, and standards. | Shepherd | Continuing |
| a. Administer the Department's Employee Safety Program and constitute advisory and technical safety committees, as deemed necessary, to develop recommendations on safety policy or technical matters. | | |

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|--------------------------------|
| b. Coordinate the development of safety standards applicable to operations across agency lines. | | |
| c. Evaluate legislation pertinent to safety programs and facilitate the application of legislative provisions. | | |
| 2. Maintain and use reporting system in the promotion of safe working conditions. | | |
| a. Promote a total accident reporting system by Supervisors (use of Form AD-278) for purpose of securing corrective actions. | Shepherd | Begin July 1962 and continuing |
| b. Work with Management Appraisal and Systems Development Staff to incorporate total accident reporting into the ADP operation. | Shepherd | July 1963 |
| c. Work with BEC in improving the feed-back of data from injury reports for purposes of pinpointing needs for safety program planning. | Shepherd | Jan. 1963 and continuing |
| d. Prepare special reports and correspondence as required by the Department and to maintain working relationships with the Bureau of Employees' Compensation, National Safety Council, Federal Safety Council, State and Local Government, private industry, etc. | Shepherd | As needed |
| 3. Provide liaison and coordination on safety. | | |
| a. Represent the Department as the principal member on the Federal Safety Council and cooperate with the Council, in accordance with Executive Order 10990 and the President's Safety Policy Statement, in all efforts; to prevent accidents; to publicize their | Shepherd | Monthly |

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|--------------------|
| training programs; to disseminate their information releases; to stimulate participation in Field Safety Councils by USDA Field Officials; to cooperate in their inspection of field programs; to assure participation of USDA Agency Safety Officers in the Federal Safety Council activities; to furnish them information on serious cases referred to them for follow-up by BEC; to designate appropriate Department members of committees established for special purposes. | | |
| b. Maintain liaison with Agency Safety Officers - advise them on agency programs. | Shepherd | Continuing |
| c. Maintain lateral coordination with the Office of Plant and Operations officials for corrective action on building conditions that are determined to be unsafe and through them with GSA officials; and with other staff offices on matters involving their functions. | Shepherd | Continuing |
| d. Maintain liaison with National Safety Council, safety equipment manufacturers, outside safety organizations, and other Government safety organizations. | Shepherd | Continuing |
| 4. Follow through to assure compliance with standards. | Shepherd | Continuing |
| a. Maintain continuing review of Department Safety Policies and Procedures; prepare needed modifications and additions for the Administrative Regulations. | | |
| b. Prepare evaluation of employee safety suggestions referred to OP for consideration and disseminate such information through policy or procedure changes when appropriate. | | |

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|--------------------|--------------------|
| c. To the extent possible, make field trips with agency safety officers to determine effectiveness of their programs and to gain knowledge of the field conditions which cause accidents. | | |
| 5. Develop and maintain an aggressive education and promotion program on safety. | | |
| a. Provide "Safety Exchange Packet" service for exchanging agency issuances and information useful for planning programs. | Shepherd | Bi-monthly |
| b. Review investigation reports of work connected accidental deaths and multiple person injury accidents to assure full consideration given by agency management and to pass on to other agencies "Accident Case Studies" as examples of what has caused the more serious accidents and corrective action taken. | Shepherd | Bi-monthly |
| c. Issue Monthly Work Injury Reports reflecting totals by categories of injuries for use of management - and by cases for use of agency safety officers based on cases reported to BEC. | Shepherd | Monthly |
| d. Issue Safety Promotional Material for guidance of Agency Safety Officers and for use in USDA News and Agency News Bulletins (Safety Signals Series, etc.) | Shepherd | Weekly |
| e. Assemble and disseminate statistical and other data for program planning purposes designed to show the nature and costs of both injury and property damage accidents. | Shepherd | Continuing |

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|--------------------|--------------------|
| f, Issue Department Annual Reports covering Injuries, Frequency and Severity Rates, Costs, Property Damage, Motor Vehicles Rates, etc. | Shepherd | July Yearly |

NOTE: Since overlap exists between Health, Safety and Welfare functions please see Health and Welfare Work Plans.

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Health, Safety & Welfare

Recommended by:

L. C. Buckner

18 April 62
(date)

Function:

Welfare Program

Approved by:

Carl B. Brown

5-29-62
(date)

OBJECTIVES

To develop guidelines and provide leadership to agencies for those activities and services that promote the welfare of employees in the performance of their duties. The criteria and guidance will be designed to:

1. Define and describe welfare activities and the relationship of the various management levels as well as employees to each of them.
2. Identify welfare problem areas and direct or suggest procedure that will eliminate or diminish them in effect.
3. Identify management and employee welfare needs and desires, evaluate them and take action to afford necessary services to those in need of them.
4. Assure liaison with other members of the Office of Personnel Staff, Agency Offices and employee organizations to assure correlation and coordination of related welfare programs.
5. Identify and make available to agencies resource materials and information for use in formulating and conducting their employee welfare programs.

PROGRAM TO ACHIEVE STATED OBJECTIVES

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|--------------------|
| 1. Pre-retirement counseling (including Retirement Act counseling). | Entwistle | 9/1/62 |

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|--------------------|-----------------------------------|
| a. Gather, review and analyze resource materials on subject including Government and private industry. | | |
| b. Prepare and publish a handbook to meet employee needs in the Department or... | Entwistle | 11/15/62 |
| c. Prepare and issue (every few weeks) a "Tips for Supervisors" issue on a phase of the Retirement Act or a pre-retirement subject. | Entwistle | Beginning 7/1/62 Continuing |
| d. Evaluate retirement counseling programs of Department Agencies to determine whether individual counseling of employees in Washington and in field locations is adequate. | Entwistle | 7/1/62 Continuing |
| e. Establish Advisory Committee of interested employee relations personnel from the Agencies to assist in review of subject with goal of developing program guides and materials and thus avoid duplication of effort. | Entwistle | 4/17/62 |
| f. Through the Committee explore feasibility and advisability of an annual 8 - 10 lecture series on retirement planning for Washington employees. | Entwistle | 10/1/62 |
| g. Counsel and advise agency management on their retirement planning programs. | Entwistle | Continuing |
| 2. Physically Handicapped Program | | |
| a. Prepare and issue a Guide to Supervisors for use in carrying out their responsibilities under the Department's "Hire the Handicapped Program". | Entwistle | 5/14/62 |
| b. Maintain liaison with and as requested render assistance | Entwistle | Continuing |

to the President's Committee on Placement of the Handicapped (actual placement efforts will normally be handled by Agency Coordinators). Maintain liaison with Department Coordinators of the program.

3. Fund Raising

a. United Givers Fund

| | | |
|---|-----------|-------------------------|
| (1) Arrange for designation by the Secretary of a Washington Area Campaign Chairman for the Department. | Entwistle | 7/1/62 and 7/1/63 |
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| | | |
|--|-----------|-------------------------|
| (2) Orient Department Campaign Chairman and furnish him necessary information files and guidance in organizing the fund raising drive. Maintain liaison to assure proper conduct of drive. | Entwistle | 7/1/62 and 7/1/63 |
|--|-----------|-------------------------|

| | | |
|--|-----------|--------|
| b. Combined Campaigns of National Health Agencies and Joint Crusade. | Entwistle | Annual |
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| | | |
|----------------------------|-----------|----------|
| Same as United Givers Fund | Entwistle | 11/30/62 |
|----------------------------|-----------|----------|

4. Special Days

| | | |
|---|-----------|------------|
| Prepare for signature of Secretary and others, appropriate issuances; do any necessary follow-up; agency contacts; and arrange for distribution of related materials. | Entwistle | Continuing |
|---|-----------|------------|

5. Miscellaneous Programs Related to Employee Welfare.

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| a. Maintain liaison with agencies and advise with them on such activities. | Entwistle | Continuing |
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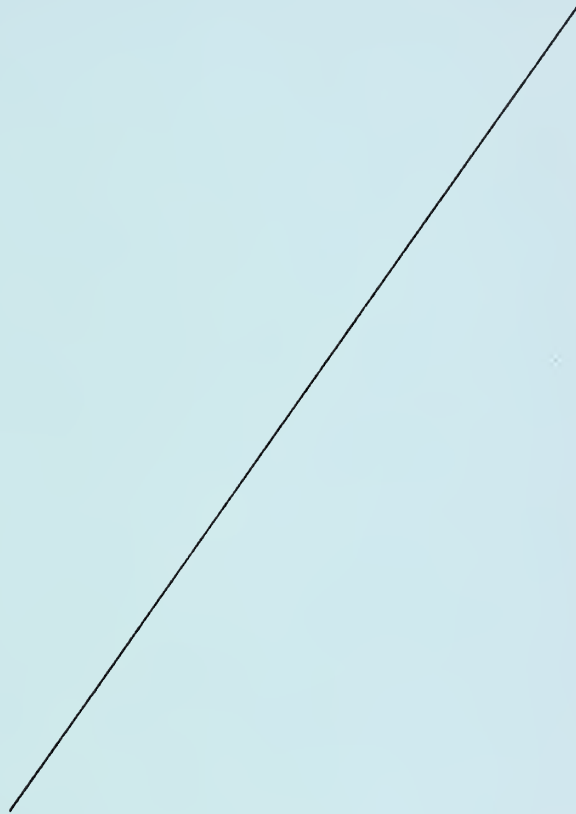
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| b. Plan and make arrangements for Department programs deemed desirable to improve morale or enhance the working environment. | Entwistle | Continuing |
|--|-----------|------------|

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|--------------------|
| 6. Employee Organizations | | |
| Maintain liaison with Employee Organizations to assure that they are rendering acceptable service to employees as required of such employee organizations both for Washington and field. Examples of types of organizations are: Credit Unions, Welfare and Recreational Associations. | Entwistle | As needed |
| 7. Use of Bulletin Boards (Policy) | | |
| Maintain liaison with the Office of Plant and Operations on policy and use of bulletin boards throughout the Department and the Director of Welfare Activities of the Welfare and Recreation Association for the Metropolitan Area. | Entwistle | Continuing |
| 8. Agency Employee Relations Programs | | |
| a. Provide liaison with Agency Counselors; advise with them on programs to maintain high morale; and extension of needed employee services to field employees (credit union, buying cooperatives, recreation associations, etc.). Maintain review and evaluation of their programs and keep top management informed with recommendations as needed. | Entwistle | Continuing |
| b. Prepare flyer to all Department Supervisors calling their attention to the many employee services which could be considered at field locations (such as credit unions, buying cooperatives, joint travel insurance, recreation associations, educational courses, etc.) | Entwistle | 12/1/62 |
| 9. USDA Clubs | | |
| a. Determine procedure for increasing number and possible scope of USDA Clubs. | Entwistle | 4/1/62 |

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|---------------------|
| b. Prepare and issue USDA Club Exchange Publication (a sampling of Club activities over the country in order to help clubs with their own programs.) | Entwistle | 4/15/62 & Quarterly |
| c. Revise USDA Club Guide as an organizing guide. | Entwistle | 6/1/62 |
| d. Prepare chart of high and low points in history of USDA Clubs with provision for extension of record. | Entwistle | 6/1/62 |
| e. Begin campaign for increased Club participation. | Entwistle | 5/15/62 |
| 10. Foreign Decorations | | |
| Prepare reports as required by the State Department listing employees for whom foreign decorations or articles received from a foreign country are being held. | Entwistle | November each year |
| 11. Overseas Voting | | |
| Arrangements have been made with the State Department for information on voting to be distributed to USDA employees overseas. Assure that this is being done by checking with the Employee Relations Officer of the State Department. | Entwistle | Each January |

NOTE: Since overlap exists between Health, Safety and Welfare functions please see Health and Safety Work Plans.

Section 7



I N V E S T I G A T I O N S D I V I S I O N

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Investigations

Recommended by:

E. M. Lowery

3/28/62
(date)

Function:

Study of Division Functions

Approved by:

Carl B. Barnes

5-29-62
(date)

OBJECTIVES

The major objective is a continuing review of Division functions, and recommendations for changes. The purpose of this action is to strengthen and improve controls over Department operations, with particular emphasis on specialized personnel functions.

PROGRAM TO ACHIEVE STATED OBJECTIVES

1. To devote a major portion of its time to situations that may include possible mis-management, dereliction of duties, or failure to exercise supervisory responsibilities by designated personnel.
2. To collaborate with representatives of agency Internal Audit offices, and the audit section of the Office of Budget and Finance, the Office of Management Appraisal and Systems Development, and the Office of the General Counsel in the formulation of investigation policies, standards and procedures to insure maximum compliance with laws, regulations, and procedures governing Department programs.
3. To direct and coordinate a national investigation service in all phases of the activities of the Department with special concern for personnel administration and fiscal responsibilities.
4. To conduct surveys for the purpose of determining the extent of compliance with administrative regulations, program requirements in specific subject matter, and with generally applicable criminal and fiscal control laws.
5. To supervise and coordinate the preparation of written reports and maintain a systematic follow-up to assure that appropriate action is taken on the basis of investigation reports.

6. To give assistance to the Office of the General Counsel, the Department of Justice, the General Accounting Office, and Congressional investigative committees in the collection of investigative material and use of investigative reports.

This is to be a continuing effort to meet the listed objectives. The steps will be concurrent and are not susceptible to applying target dates.

ASSIGNED TO: Loweree and Arliss

Section 8

P O L I C I E S A N D P R O C E D U R E S
D I V I S I O N

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Policies and Procedures

Recommended by:

Lora E. Oliver

3/62
(date)

Function:

Rules and Regulations

Approved by:

Carl B. Barnes

5-29-62
(date)

OBJECTIVES

1. Change the format of Title 8 by slip-sheeting it with the converted Federal Personnel Manual and Federal Personnel Supplements.
2. Establish a uniform system of personnel memorandums and bulletins coordinated with the Commission's subject-matter classification and numbering system.

PROGRAM TO ACHIEVE STATED OBJECTIVES

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|--------------------|--------------------|
| 1. Keep abreast of Civil Service Commission progress on conversion of the Federal Personnel Manual so that plans for slip-sheeting Title 8 may move forward concurrently. | Borkey & Oliver | Fiscal 1963 |
| 2. Develop format, numbering system and cross referencing guides with assistance of agency-users. | Borkey & Oliver | Fiscal 1963 |
| 3. Work with Plant and Operations to develop ways and means of expediting issuance of material so as to eliminate duplication through use of P-Memos as a temporary measure. | Borkey & Oliver | Fiscal 1963 |
| Develop the material for issuance, bearing in mind to simplify and reduce material to an effective minimum. | | Fiscal 1963 |

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|--------------------|
| 4. Renumber Personnel Memorandums by coding to the subject-matter classification and numbering system of the Civil Service Commission. Have printed on colored paper. | Borkey & Oliver | |
| 5. Eliminate unnumbered memorandums. Issue instead Personnel Bulletins coded to the appropriate subject-matter classification and specified as to the closing date of applicability. Have printed on colored paper. | Borkey & Oliver | Fiscal 1963 |
| 6. Reissue all Personnel Memorandums and unnumbered memorandums for which there is a continuing need in conformance with the revised system described in 4 and 5 above. | Borkey & Oliver | Fiscal 1963 |

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Policies and Procedures

Recommended by:

Ira E. Oliver

3/62
(date)

Function:

Organization Standards

Approved by:

Carl B. Barnes

5-29-62
(date)

OBJECTIVES

To develop guidelines and standards and other criteria to assist agencies in discharging their organization responsibilities. These criteria will be designed so as to:

1. Define and/or describe the organizational dimensions of given ~~units~~ in terms of the scope of functions performed, number of functions, types of functions or any other criteria which can be proved valid.
2. Define and/or describe those factors other than the functions themselves which may be used as valid criteria in organizing to accomplish a given mission or objective.
3. Correlate and coordinate the organizing process with staffing requirements.
4. Establish cross-equity in organizational alignment and the resulting position structure.
5. Forestall and control unreasonable fragmentation of a function or functions within or between agencies.

PROGRAM TO ACHIEVE STATED OBJECTIVES

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------------------------|--------------------|
| 1. Consultations will be held with Department and agency officials to determine current and past USDA organizational practices. The help of the agencies will be enlisted in the project. | Division, Hazel as lead member | 4/30/62 |

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|--------------------------------------|--------------------|
| 2. A search of the literature on the subject of organization will be conducted. Information will also be obtained from other Federal agencies through review of their criteria and personal discussions if needed. | Division, Hazel as lead member | 5/30/62 |
| 3. As a "working tool" for the Division in this project and in its day-to-day work a "master" organization - classification - key staffing pattern chart will be developed and constructed. This chart will be flexible and designed to be as useful to as many persons in and out of the Office of Personnel as possible. | Division, Hazel as lead member | 4/30/62 |
| 4. An inventory-type report of findings as the result of the above steps will be prepared to provide direction for the remainder of the project. | Division, Hazel as lead member | 6/29/62 |
| 5. Develop from above proposed criteria and methods to govern organization activities and to be the heart of a revised Chapter 4 of Title 8. | Division, Hazel as lead member | 7/31/62 |
| 6. The proposed criteria would be submitted to agencies for comments and suggestions. | Division, Hazel as lead member | 8/15/62 |
| 7. Revised Chapter 4 to be issued after agency suggestions considered and reflected. | Division, Hazel as lead member | 9/30/62 |

Note: This project will be conducted as a Division team effort. Mr. William B. Hazel will be "lead" member of the team. Lateral coordination will be effected with others in the Office of Personnel, as necessary.

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Policies and Procedures

Recommended by:

Irma E. Oliver

3/62
(date)

Function:

Case Reviews

Approved by:

Carl B. Barnes

5-29-62
(date)

OBJECTIVES

1. Expedite handling of prior approval actions and control of flow of actions.
2. Develop basis for consideration of further delegation of authority.
3. Improve reports on actions handled.
4. Clarify delegation of classification authority through chart presentation.

PROGRAM TO ACHIEVE STATED OBJECTIVES

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|--------------------|--------------------|
| 1. Handling prior approval actions and control of flow of actions | | |
| a. Work with Divisions of Review and Adjudication, and Investigations to develop clearance standards and procedures which will reduce to a minimum the actions which must be individually reviewed in those Divisions. Reduce to writing and clear with all concerned. | Krist & Bottone | Feb., 1962 |
| b. Set up a system whereby logging in and out operations and | Krist & Bottone | Feb., 1962 |

Assigned toTarget Date

constant control on location of actions in process of approval can be maintained by clerical assistance.

- | | | | |
|----|---|------------------------------|----------------------------|
| c. | Revise yellow sheet to align with spacing and format requirements of revised SF-50. This will facilitate preparation of yellow sheet in the agencies. Provide instructions on correct and full completion of the form on the reverse side and eliminate such procedural instructions from Title 8. Instructions are to call for agency analysis as to applicable standards used, and phases of job responsibilities or personal qualifications which form the basis for determination of compliance with the standards. | Krist & Bottone | Jan., 1962 |
| d. | Work out arrangement with representatives of the Civil Service Commission for the handling and processing of supergrade and Whitten hardship cases to assure prompt attention and direct delivery and to minimize necessity for hand carrying on part of case reviewer to conserve his time for more productive assignments. | Krist & Bottone | March, 1962 |
| 2. | Each prior approval action involving an established position at GS-14 and a promotion in the same line of work of an incumbent who has had a career in such line of work, exclusive of positions in series which are not specifically program or occupationally oriented (e.g. 301, 341) are to be noted at the time of review. These should represent actions involving perfunctory review and should form the basis of consideration and recommendations for further delegation. | Krist, Bottone & Hazel | Jan. thru Dec. 31, 1963 |
| 3. | Revise report of prior approval actions handled from alphabetical to organizational listing and to amplify so | Bottone | June, 1962 |

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|--------------------|
| that extent of action involved is better delineated. | | |
| 4. Develop chart which will clearly indicate to agencies those classification actions which are subject to prior approval of the Office of Personnel. This chart will be a companion chart to 8 AR 328. It will attempt to reflect some basic standards, developed through experience, relating to the stacking policy. | Bottone & Krist | July, 1962 |

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UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Policies and Procedures

Recommended by:

Lora E. Oliver

3/62
(date)

Function:

Grievances and Discrimination
Appeals

Approved by:

Carl B. Barnes

5-29-62
(date)

OBJECTIVES

1. To handle all grievance and discrimination appeals in accordance with regulatory requirements, impartially, objectively and expeditiously.
2. To place top priority on the disposition of these appeals.

PROGRAM TO ACHIEVE STATED OBJECTIVES

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|----------------------------|--------------------|
| 1. Workload estimated on past cases and projected in discrimination area is expected to be around 100 to 150 cases. Average work time to process a case is approximately 5 man days. | Case Reviewers & Oliver | Fiscal 1963 |
| Steps followed in handling cases are itemized in Chapter 45 and Chapter 46. | | |

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Policies and Procedures

Recommended by:

Lura E. Oliver

3/16/62
(date)

Function:

Systems and Statistics

Approved by:

Carl B. Berner

5-29-62
(date)

OBJECTIVES

1. Development of a program to establish an inquiry center with respect to personnel data to be obtained from the MDSC in New Orleans by headquarters offices of agencies.
2. Determination of management needs for personnel data and review and refine.
3. Establishment of procedures for effective liaison with OMASD and MDSC on personnel reporting problems of the agencies and at the Departmental level.
4. Development of statistical reports and analysis of Departmental scope.

PROGRAM TO ACHIEVE STATED OBJECTIVES

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|--------------------|
| 1. Keep abreast of progress on automation of personnel data. | Oliver & Cilley | Fiscal 1963 |
| 2. Prepare procedures for handling agency inquiries of MDSC in cooperation with agencies and OMASD. | Oliver & Cilley | Fiscal 1963 |
| 3. Compile list of reports needed at Departmental level for effective management decision making. | Oliver & Cilley | Fiscal 1963 |
| 4. Develop staff papers on analysis of data for distribution to personnel offices. | Oliver & Cilley | Fiscal 1963 |

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Policies and Procedures

Recommended by:

Lora E. Oliver

3/62
(date)

Function:

Training Materials

Approved by:

Carl B. Barnes

5-29-62
(date)

OBJECTIVES

To have available a carefully developed training program and materials relating to the work of the Division for the purpose of:

1. General information and orientation for groups of trainees passing through on brief visits of less than one day.
2. Providing productive and instructive assignments to employees assigned to the Division on a rotation basis, such as management interns, employees of other Divisions of the Office, or other agencies, pursuing an employee development course.
3. Instructing and training new personnel who may be assigned formally to the Division.

PROGRAM TO ACHIEVE STATED OBJECTIVES

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|--------------------|
| 1. Development of outline of significant areas of activities which will be used for informal discussion of work of the Division with "roving" interns and other groups. Visual aids will be developed to the extent possible to simplify handling and understanding of subject area. Materials to be kept up to date so that a well thought-out discussion can result at a moment's notice of such training need. | Hazel & Oliver | March, 1962 |

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|--------------------|
| 2. Work with Division of Employee Development in drafting a training program which will encompass: | Bottone & Hazel | Aug., 1962 |
| a. Orientation and reading materials peculiar to work of the Division. | | |
| b. Work assignments in handling prior approval. | | |
| c. Work assignment in handling organization charts. | | |
| d. Work assignments in the analysis and development of regulations and instructions. | | |
| e. Work assignments in the handling of grievance cases. | | |
| f. Participation in meetings and conferences related to work of the Division, e.g., IAG Committee, Classification Council, etc. | | |
| g. Outside courses of instruction which should be called to attention of the trainee in the self-development area. | | |

This training program should be flexible to permit emphasis in areas in which the trainee is particularly unknowledgeable and to avoid training in those areas where he has previously acquired a working knowledge.

| | | |
|--|-------------------------------|----------|
| 3. Develop detailed step by step instructions on handling various phases of the Division's activities, such as prior approval, development of justification to support recommendation for Schedule A and C authorities, analysis of various types of grievance cases, etc. For example, instructions on handling prior approvals would include, among others, items such as: | Case Reviewers & Oliver | 12/31/62 |
|--|-------------------------------|----------|

Assigned to

Target Date

- a. Verification of authority for proposed action. Reference by types of actions to appropriate regulations and laws which govern such actions. Things to look for which are controlling as to proper authority.
- b. Analysis on qualifications of employee in light of qualification requirements of the position. Determining appropriate standard and extracting therefrom the basic requirements - measurement of employee's experience and training against these requirements. Lines of lateral coordination to verify or obtain advisory opinions in the evaluation process.

These detailed instructions are intended to serve two purposes:

Case
Reviewers
& Oliver

12/31/62

- (1) working as tools in the training of new personnel formally assigned to the Division, and
- (2) as training material to acquaint rotating trainees rapidly but fully with the complexity and scope of the processes and responsibilities of the Division.

Section 9

REVIEW AND ADJUDICATION
DIVISION

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Review and Adjudication

Recommended by:

John E Francis 3-28-62
(date)

Function:

Disciplinary and Appeals
Process

Approved by:

Carl B Barnes 5-29-62
(date)

OBJECTIVES

To delegate disciplinary authority to Department agencies, up to and including removals, and to establish a Department appeals system. This will:

1. Expedite handling of disciplinary cases by assigning responsibility to agencies for their processing.
2. Provide procedure for appeals as outlined in E. O. 10987.
3. Provide leadership and training for agency staff who will be assigned these responsibilities.

PROGRAM TO ACHIEVE STATED OBJECTIVES

- | | <u>Assigned to</u> | <u>Target Date</u> |
|---|--------------------|--------------------|
| 1. Establishment of Agency System for Appeals from Adverse Actions, pursuant to E. O. 10987. | Francis | July 1, 1962 |
| a. Administrative Regulations will be issued delegating authority to agencies to take disciplinary actions up to and including removals and providing appeals procedure for the Department. | | |
| b. Procedures will be issued for guidance of Hearing Officers conducting hearings, analyzing the facts, and making | | |

| | <u>Assigned to</u> | <u>Target Date</u> |
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| recommendations for final action to the Director of Personnel for decision by the Secretary. | | |
| 2. Appeal Procedure | Francis & Staff | Continuing project beginning July 1, 1962 |
| Review appeal proceedings, including full investigative reports, letters of charges, answers to charges, reports of personal interviews, letters of decision, and review memoranda on individual cases and the summary of the Hearing Officer, with his recommendations, to make a recommendation to the Secretary for final action. Prepare a review memorandum of the entire case and prepare final document for signature of Secretary. | | |
| 3. Hearing Officers | Francis & Loweree | July 1, 1962 |
| a. Obtain and review nominations from Department agencies of employees to serve as Hearing Officers under the Department Appeals System. | | |
| b. Establish and maintain roster of employees who will serve as Hearing Officers as assigned by the Director of Personnel. | | |
| 4. Training Program | | |
| Training Program for Department agency personnel who will handle disciplinary cases and appeals is being developed. This program will involve: | Francis & Staff | July 1962 |
| a. The scheduling of regular training sessions for employees both in the national headquarters and field. | | |
| b. Revision of "Guide for Use in Handling Disciplinary Cases." | Blaker | Aug. 1, 1962 |

| | <u>Assigned to</u> | <u>Target Date</u> |
|--|--------------------|--------------------|
| 5. Appeals Representation | Francis & Staff | Continuing |
| Representation of Department before Civil Service Commission Hearing Examiners in Appeal Hearings granted by the Commission pursuant to Section 14 of the Veterans Preference Act of 1944 and Executive Order 10987. | | |
| 6. Delegated Authority Actions | Francis & Staff | Continuing |
| All disciplinary actions taken by agencies under delegated authority will be reviewed in this Division. This will assure a more uniform application of penalties throughout the Department. | | |

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel

PROJECTED WORK PLANS

Division Responsible:

Review and Adjudication

Recommended by:

John E. Francis

3-28-62
(date)

Function:

Security Process

Approved by:

Carl B. Barnes

5-29-62
(date)

OBJECTIVES

To obtain, evaluate, and control dissemination of information pertaining to security or loyalty matters and to conduct inspections of areas where classified material is maintained. This will provide:

1. Information of primary importance in the event of a national emergency.
2. Information for use by the Secretary and/or his staff and appropriate agency officials.
3. Safeguards for classified matters.

PROGRAM TO ACHIEVE STATED OBJECTIVES

| | <u>Assigned to</u> | <u>Target Date</u> |
|---|-----------------------------|--------------------|
| 1. FBI Reports | | |
| a. Determination will be made concerning evaluation and/or dissemination of Federal Bureau of Investigation reports regarding security or loyalty matters. | Fisk | Continuing |
| b. Reports to be indexed, cross-referenced where necessary, summarized and referred to appropriate Department officials. These reports pertain to farm organizations and individuals whose activities have a bearing on agricultural matters. | Fisk & Clerical Staff | Continuing |

| | <u>Assigned to</u> | <u>Target Date</u> |
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| c. Information to be furnished promptly to Secretary and other officials who may be concerned or involved with such organizations or individuals. This is considered necessary in view of increased emphasis on Agricultural Advisory Committees established by Secretary of Agriculture. | Francis | Continuing |
| 2. Foreign-Born Employees | | |
| a. Data will be assembled on employees who are naturalized citizens of the U. S. and those who are not citizens of the U.S. Consideration will also be given to members of the family who are foreign born. This information is considered of primary importance in event of a national emergency. | Steuerwald | Dec. 15, 1962 |
| b. This is the type of information which will be converted to ADP. A memorandum to be submitted to agencies requesting this information until such time as ADP is in operation. Thereafter information will be supplied by agencies to ADP and report will be submitted to this office. Information needed will include: date and place of birth, citizen or non-citizen, date of naturalization, foreign-born relatives (husband, wife, parents, sister or brother), and their present residence. | Steuerwald | Aug. 15, 1962, & continuing |
| 3. Security Inspections | | |
| Security Inspections will be made on a regular basis of all Department offices and facilities which maintain classified material. | Steuerwald | Continuing |
| 4. National Agency Checks | | |
| Study will be made of advisability of direct referral to Department | Steuerwald | July 1, 1962 |

| | <u>Assigned to</u> | <u>Target Date</u> |
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| agencies by Civil Service Commission of the results of certain national agency checks and written inquiries. | | |

5. Security Clearances

| | | |
|---|-----------------|------------|
| a. Access to Classified Material | Francis & Staff | Continuing |
| <p>(1) Serve as Department Personnel Security Officer and Executive Secretary of Department Security Committee. Approve the designation of positions which are considered sensitive under E.O. 10450. Maintain all controls and necessary records.</p> | | |
| (2) | Francis & Staff | Continuing |
| <p>Submit appropriate requests to CSC for investigations. Review, analyze, and decide whether to issue or deny security clearance on the basis of investigation completed. This entails (a) review of reports by CSC, FBI, or other investigative agencies; (b) preparation of summaries of reports of investigation containing derogatory information; (c) discussion with appropriate officials; (d) interview of employees where necessary to resolve conflicting information; (e) issuance of security clearance certificates for access to classified information or for occupancy of sensitive position for employees/applicants who qualify under the standards of E.O. 10450. Unfavorable cases must be referred by memorandum of analysis to Department Security Committee for consideration and decision.</p> | | |
| (3) | Francis & Staff | Continuing |
| <p>Review of supplemental reports of investigation concerning employees in</p> | | |

| | <u>Assigned to</u> | <u>Target Date</u> |
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| the Department who have been processed under E.O. 10450 to determine necessary action or advice to Department or agency officials. | | |
| (4) Continuing review of investigative files of employees to determine adequacy of security file based on standards of E.O. 10450. Where necessary, request agencies to submit current security forms in order that full field investigations may be requested from CSC. These files are reviewed during routing to prior approval personnel actions, designation of new sensitive positions, staff changes, requests for attendance at classified meetings or requests for higher security classification, etc. | Francis & Staff | Continuing |
| b. Foreign Travel/International Conferences | Francis & Cornell | Continuing |
| Security clearance of individuals (employees and non-employees) to perform official foreign travel for the Department and/or to attend International Conferences. Requires FBI name check and examination of personnel documents and any reports in the Security and Investigations files where no sensitive material is involved and full field investigation where sensitive material may be involved. | | |
| c. Agricultural Advisory Committees | Francis & Newhall | Continuing |
| Clearance of candidates for appointment to these Committees established by the Secretary involves: obtaining biographical data concerning the candidates sufficient to process name checks | | |

| | <u>Assigned to</u> | <u>Target Date</u> |
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| on each individual by the FBI and investigative offices in the ASCS, AMS, ARS, and other offices within the Department; notification to appropriate Department officials by telephone and memorandum that this office has no objection to proposed appointments; notification by personal conference and/or memorandum to Department officials of adverse information disclosed in order that determination may be made concerning the proposed appointment. | Francis | Continuing |
| d. Government Employees Training Act | Steuerwald & Newhall | Continuing |
| <p>Clearance must be given by this Division for all individuals who are to provide training or who will serve as instructors.</p> <p>(1) This requires a name check of the Security Index of the Civil Service Commission to assure that no unfavorable determination has been made concerning loyalty of prospective instructor or participant in training programs.</p> <p>(2) Appropriate notice furnished Agency in order that instructor may proceed with training program if there is no objection. If there is objection, agency would be requested to make other arrangements. Instructor cannot be paid for his services until this clearance is processed.</p> | | |
| e. Foreign Visitors Clearance Program | Francis & Anderson | Continuing |
| <p>This office maintains liaison with FBI, CIA, State Department, FAS, and ARS on all foreign visitors</p> | | |

| | <u>Assigned to</u> | <u>Target Date</u> |
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| to keep them informed concerning data on such visitors, their itineraries and/or any change, program interests, proposed visits to agricultural installations, and clears technical leaders who will escort visitors throughout the U.S. | | |
| f. Liaison Activities | Francis & Steuerwald | Continuing |
| (1) This office serves as liaison contact with CSC, FBI, and other Government investigative agencies on security matters. Serves as coordinating point with intelligence activities of Government and constituent agencies of the Department. | | |
| (2) Coordination of intelligence activities in matters concerning this Department with CIA, FBI, State Department, and Department of Defense activities. (Individual cases classified; cannot be discussed here fully.) | | |
| (3) Must keep the Secretary personally advised of these activities. | | |
| 6. Regulations | Steuerwald & Anderson | Nov. 1, 1962 |
| a. Revisions will be made to Chapter 59, Personnel Security Program, Title 8 AR, to include current procedural requirements for security clearances, foreign travel, and international conferences. | | |
| b. Review to be made of CSC Regulations for personnel actions during national disaster situation to determine necessity for any special issuance in our Administrative Regulations with respect to security procedures during such a period. | Blaker | Nov. 15, 1962 |

